

Ref	Aim	Project	Annual target	Q1 Target	Q1 performance	Q1 detail
O1	Maintain financial health	Generate ongoing revenue budget savings and identify ways to generat income.	O1.1 Identify £1m of budget savings and additional income by March 31, 2023. F&M	No action required.	N/A	The budget outturn reported to Committee on July 26 showed additional income and underspending on the General Fund for 2017/18. Consequently, the General Reserve is £1m greater than budgeted, which helps to sustain the longer-term financial position and ease pressure on future savings. As planned, a review and updated Medium Term Financial Plan will be reported to Committee in October.
O1	Maintain financial health	Maximise rental income	O1.2 Rent arrears as a % of the rent due. F&M H&CS	<2.5%	1.84%	The current tenant rent arrears outstanding at the end of quarter one is £221,828, the annual amount of rent due is £12,053,603. Current tenant rent arrears have decreased by 6% (£14,299) since the start of the financial year. This performance indicator can be benchmarked with the Council's peers via Housemark and it will be shared during quarter two.
O2	Maintain proper corporate governance	Compile and publish an Annual Governance Statement in accordance with statutory requirements.	O2.1 An unqualified opinion in the Annual Audit Letter. F&M	Annual target.	Annual target.	The auditor's opinion was reported to the Audit Sub-Committee on July 25. This concluded that, in all material aspects, the Council's arrangements were satisfactory, except for contract management and procurement issues in Housing and Environmental Services. This conclusion was due to the fact that outstanding issues raised in 2016/17 were not all fully embedded, although significant progress on 23 of 32 actions had been made and implemented. The remainder will be completed by September 2018.
O3	Enhance environmental standards.	Demonstrate high environmental standards.	O3.1 Uphold strong environmental management standards. E&DS	Produce an options appraisal of environmental management systems.	Achieved.	Options appraisal produced and issued as a paper to Leadership Team.
O4	Maintain a skilled workforce.	Strengthen measures and support employees to reduce absence due to sickness/ill health.	O4.1 The average working days lost per employee. F&M	Less than 8 days per year (2 days per quarter). To be broken down into short and long term sickness absence.	2.55 days. 461 days long term (60%), 303.50 short term (40%)	See Action Plan.
O4	Maintain a skilled workforce.	Further improve frontline services and develop a Council which is fit for the future.	O4.2 Use the decision-making methodology identified by the Local Government Association review. F&M	Report approved by the Council on proposed changes to the current staffing structure.	See Action Plan.	See Action Plan.
O5	Maintain customer focus.	Ensure services remain accessible to residents and visitors.	Expand services in the Customer Contact Centre and maintain facilities for face to face enquiries where required. F&M	O5.1 80% of telephone calls answered within 20 seconds.	80.8%	Call options reduced from seven to five in April, enabling customers to get through to the Council quicker. This has been introduced following feedback.
O5	Maintain customer focus.	Ensure services remain accessible to residents and visitors.	Expand services in the Customer Contact Centre and maintain facilities for face to face enquiries where required. F&M	O5.2 Call abandonment rate of less than 8% (Number of visitors to Civic Offices to be recorded).	3.70%	April proved an extremely busy month due to annual billing, with 7,087 calls. This continued in May (6,850), traditionally the start of debt recovery action. June was a much steadier month (6,387 calls). Achieving the two targets is testament to the work of the Team. Visitors to Civic Offices over the quarter - 8,382.
O5	Maintain customer focus.	Improve the way in which Housing Services gathers, reports and acts on customer satisfaction data.	O5.3 To gather customer satisfaction data in a cost-effective way and use the data to manage and improve services. H&CS	Review the method of collection for all satisfaction across Housing Services. Finalise Star Survey.	Achieved.	The Council has undertaken a review of all satisfaction surveys distributed by Housing Services during 2017-2018. This saw 2,588 satisfaction responses collated across 13 areas. Eight key surveys were set a target, all of which were achieved. 85% of surveys are returned through hard copy, the remainder via the telephone. The STAR Satisfaction Survey was posted out on June 26. The first reminder letter has been sent, with the second to be distributed on Friday, August 3. The closing date for all surveys to be returned is August 24.
O5	Maintain customer focus.	Delivering a first class Repairs Service (strategic review of repairs and improvements).	O5.4 To provide a value for money service that fully meets the needs of our tenants and delivers high levels of customer satisfaction. H&CS	In partnership with an external provider, complete strategic review of the repairs and improvements service.	Achieved.	The Housing Quality Network (HQN) has completed the data review, as well as staff and tenant consultation. The first draft of HQN's findings is expected by the end of August.
O6	Minimise business risks and realise the benefits of technological opportunities.	Continue to strengthen ICT and technological platforms.	O6.1 Build IT infrastructure resilience to support change and minimise business risks. F&M	Infrastructure review, including testing for Windows 10 devices. Q1-3 New back-up and disaster recovery process. Q1-2 Refocus ICT structure and operational management.	Achieved.	Back up disaster recovery (DR) software solution has been agreed after competitive exercise. Hardware has been specified and will be procured shortly. A DR rehearsal has taken place at Oakland Village in Swadlincote, with the project on track for delivery in quarter three. Testing is in place for Windows 10 and a mixture of new and existing ICT equipment. ICT Operations has refocused its delivery model and recruitment has taken place to remove agency. An existing vacancy has been re-evaluated through JEQ process to support tasks highlighted in the digital strategy. Recruitment is underway.
O6	Minimise business risks and realise the benefits of technological opportunities.	Establish a corporate approach and responsibility for business change and improvement, standardising evaluation and delivery of projects across the Council.	O6.2 Agree and deliver business change programme to support core objectives. F&M	Establish strategic board for change management. Establish Corporate Change Management Group and Project Management Office (PMO).	Achieved.	A new process for Business Improvement and Change Management has been designed and delivered. The process incorporates the establishment of the Strategic Improvement Board and Corporate Change Management Group, which have both convened and considered the first submission. The PMO has been designed but will not be operational until after DMA review.
PE1	Enable people to live independently	Provide an efficient and well-targeted adaptation service (including Disabled Facilities Grants) and make better use of previously adapted dwellings.	PE1.1 % of residents satisfied with the quality of their new home. H&CS	90%	90%	During quarter one, 20 new home satisfaction surveys were returned. All tenants were satisfied with the quality of their new home, with the exception of two. Officers have since visited both tenants, who were satisfied with the final outcome.
PE1	Enable people to live independently	Improve the quality and make best use of existing Council housing stock to meet current and future needs.	PE1.2 Average time taken to re-let Council homes (excluding major voids). H&CS	<21 days	26	See Action Plan.
PE1	Enable people to live independently	Improve the quality and make best use of existing Council housing stock to meet current and future needs.	PE1.3 Average length of time for current voids. H&CS	<21 days	41	See Action Plan.
PE2	Protect and help support the most vulnerable, including those affected by financial challenges.	Maintain regular contact with tenants, with a focus on those identified as vulnerable.	PE2.1 Total number of tenancy audits completed. H&CS	250	275	This is the final year of our three year target to carry out an annual audit on each tenancy by the end of March 2019. This indicator achieved the annual target in both 2017 and 2018 and we are on target to complete all audits by March 2019.
PE2	Protect and help support the most vulnerable, including those affected by financial challenges.	Maintain regular contact with tenants, with a focus on those identified as vulnerable.	PE2.2 Number of successful introductory tenancies. H&CS	97%	96%	See Action Plan.
PE2	Protect and help support the most vulnerable, including those affected by financial challenges.	Process Benefit claims efficiently.	PE2.3 Average time for processing new Benefit claims. F&M	<18 days	17.6 days.	Within target but essential staff training for Universal Credit (UC) roll out reduced the level of resources available for processing. Discussions with third party (Capita) to provide draw down support and further automation of some repetitive processes as Universal Credit roll-out gathers momentum and adds pressure on meeting KPI in future quarters.
PE2	Protect and help support the most vulnerable, including those affected by financial challenges.	Process Benefit claims efficiently.	PE2.4 Average time for processing notifications of changes in circumstances. F&M	<8 days	7.2 days.	Increase in workload due to referrals from HM Revenues and Customs regarding cases with potential undeclared income creating overpayments. Discussions with third party (Capita) to provide draw down support and further automation of some repetitive processes as Universal Credit roll-out gathers momentum and adds pressure on meeting KPI in future quarters.

PE2	Protect and help support the most vulnerable, including those affected by financial challenges.	Process Benefit claims efficiently.	PE2.5 Successful roll out of Universal Credit in South Derbyshire. H&CS F&M	Infrastructure put in place for shared roll out. Publicise in partnership with Derby City. Contact all affected tenants, explore auto-payment options and promote transactional bank accounts.	Achieved.	Infrastructure in place for roll out of Universal Credit in July 2018 for new claimants in postcodes served by Derby Jobcentre. Council tenants notified of potential change to benefits received and impact on rent due. Pre go-live staff training has commenced but has impacted benefit staff availability for processing day-to-day work. Secure IT access plan, to allow online form completion by claimants, completed.
PE2	Protect and help support the most vulnerable, including those affected by financial challenges.	Deliver a respite solution across South Derbyshire, saving the NHS bed days and cost (£).	PE2.6 Deliver the Pilot Hospital Avoidance Scheme. H&CS F&M	Identify two units and gain approval for scheme suitability. Gain approval at April Better Care Fund board for use of funding.	Achieved.	Better Care Funding Board of £100k has been agreed for 2018/19 to set up a Hospital Avoidance Scheme in the District to reduce delayed transfers of care from hospital and prevent admissions through housing interventions and the provision of respite accommodation. Two units of accommodation will be handed over to Derbyshire County Council's Adult Care Department initially (with a further two planned within six months if successful), one of which has already been identified. The scheme was approved at the Housing and Community Services Committee in June and Finance and Management Committee in July, alongside other schemes that are being created to promote independence, tackle health inequality and mitigate poor housing conditions.
PE3	Use existing tools and powers to take appropriate enforcement action.	Reduce the impact of empty homes on our communities.	PE3.1 Number of empty home intervention plans for dwellings known to be empty for more than two years. H&CS	Q1 ≥0	0	15 properties are currently going through a phased intervention process. 10 have recently been served with legal notices to force the owners to communicate with the Council.
PE4	Increase levels of participation in sport, health, environmental and physical activities.	Delivery of sport, health, physical activity and play scheme participations.	PE4.1 Throughput at Etwall Leisure Centre, Green Bank Leisure Centre and Rosliston Forestry Centre. H&CS	Rosliston: 50,000 Leisure centres:172,108	Leisure centres - 271,333. Rosliston - N/A	Strong performance at leisure centres. Due to technical issues, the data for Rosliston Forestry Centre is not available for quarter one. Due to the prolonged period of warmer weather, it is anticipated visitor numbers should be well above target.
PE4	Increase levels of participation in sport, health, environmental and physical activities. H&CS	Increase physical activity in South Derbyshire.	PE4.2 Delivery of the Physical Activity, Sport and Recreation Strategy. H&CS	Increased participation in the National Forest Walking Festival.	1,505	Turnout has already topped the 2017 walking festival, with figures from four walks still to be confirmed. Positive feedback received from walkers and walk leaders alike. Evaluation report currently being created.
PE5	Reduce the amount of waste sent to landfill.	Minimise waste sent to landfill.	PE5.1 Household waste collected per head of population (kg). E&DS	<130kgs	114kgs	Estimated June figures for kerbside recycling based on previous outturns. Figure may be slightly worse as overall waste tonnages have risen. Confirmed figure to be reported in quarter two.
PE5	Reduce the amount of waste sent to landfill.	Minimise waste sent to landfill.	PE5.2 % of collected waste recycled and composted. E&DS	>55%	52% (estimate)	See Action Plan.
PE6	Develop the workforce of South Derbyshire to support growth.	Encourage an increasing sense of value and self-worth within individuals and their communities in the urban core of South Derbyshire.	PE6.1 Deliver the RISE project to help young people to flourish and achieve their potential. H&CS	Officially launch project with ambassador and award-winning film director Deborah Haywood.	Achieved.	RISE Awards held on June 20, with ambassadors in attendance. A number of nominations and awards were given to worthy recipients. Positive feedback was received and plans for future events are taking shape.
PL1	Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	Increase the supply and range for all affordable housing provision.	PL1.1 Total number of affordable dwellings delivered. Target of >150 for the year. H&CS	Annual target	69	69 affordable homes were delivered during the first quarter, 15 from Riverside (in Mickleover), nine from Derwent (Boulton Moor), 32 from Trent and Dove (various sites) and 13 from Nottingham Community Housing Association (NCHA).
PL1	Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	Increase the supply and range for all affordable housing provision.	PL1.2 Number of new homes added to the HRA (this indicator incorporates new builds and also acquired properties into the HRA). H&CS	Proxy	N/A	Six Council houses are being built at Lullington Road, Overseal, during this financial year (contractor has been appointed, with surveys and ground work underway). Start on site is estimated for Autumn 2018.
PL1	Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	Deliver key supplementary documents to adopted South Derbyshire Local Plan, parts 1 and 2.	PL1.3 Relevant documents adopted. E&DS	Committee approval of draft Statement of Community Involvement and Local Green Spaces Document for consultation.	Achieved.	The Local Green Spaces Sustainability Appraisal scoping consultation was approved by the Environmental and Development Services Committee on April 19, with consultation now complete. The draft Statement of Community Involvement was approved for consultation on May 31.
PL1	Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	Speed of determining planning applications.	PL1.4 Number of decisions made in time over number of decisions made. E&DS	90%	93%	During quarter one, 219 decisions were made. 204 of these were made within statutory time limits of eight or 13 weeks or within an extension of time agreed with the applicant.
PL1	Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	Proactive monitoring and support of housing delivery.	PL1.5 Maximise delivery of housing units. E&DS	Housing survey completed.	Achieved.	Monitoring undertaken on housing sites in April 2018. All inputting and survey work now complete. Housing delivery is ahead of the target set out in the Council's published housing trajectory (available in the Housing Position Paper, which can be viewed on the Council's website).
PL1	Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	Further improve the design quality of development in South Derbyshire.	PL1.6 Proportion of good quality housing development schemes (defined using Build for Life criteria) approved. E&DS	90% (annual target)	86%	See Action Plan.
PL3	Help maintain low crime and anti-social behaviour (ASB) levels	Deliver a programme of proactive interventions to reduce environmental crime and anti-social behaviour.	PL3.1 Downward trend in fly-tipping incidents. E&DS	<180	186	See Action Plan.
PL3	Help maintain low crime and anti-social behaviour (ASB) levels	Reduce anti-social behaviour (ASB) in Swadlincote Centre (Civic Way) Local Super Output Area.	PL3.2 Number of ASB incidents in Swadlincote Centre (reported as a rolling figure). H&CS	<400 incidents (Number of complaints that get issued to a police officer to investigate)	391 (annual rolling figure)	There has been a marked reduction on Police recorded anti-social behaviour calls in Swadlincote Town Centre over the last two months. In April there were 37 calls (34 in April 2017), in May there were 18 (53 in May 2017) and in June there were 16 (26 in June 2017). This compares to 52 in February 2018 and 61 in March 2018. The temporary closure of Swadlincote McDonalds, which tends to generate high levels of calls, has impacted on this. The restaurant is open again, with security guards and new CCTV in place to deal with any issues.
PL4	Connect with our communities, helping them feel safe and secure.	Review and deliver the Safer South Derbyshire Community Safety Partnership Plan.	PL4.1 Review and update existing plan. Develop and deliver action plan. H&CS	Work with schools to develop delivery plan for community safety input in schools in 2019/20.	Achieved.	Secondary schools consulted about priority input for 2018/19. Sexting and cyber safety is still a pressing concern, more so than the traditional Child Sexual Exploitation presentation format. Input on bullying, especially cyber bullying, has also been requested. There is also a strong desire to continue the Prison! Me! No Way! days, depending on funding.
PL5	Support provision of cultural facilities and activities.	Champion and develop cultural experiences that enrich people's lives.	PL5.1 Promote participation in cultural activities and provide quality facilities to support communities. H&CS	Increase attendance (300 in 2017) at 'eUReka' (sic), a mix of music, art, sport and food, for 11 to 19-year-olds at Eureka Park in Swadlincote.	150	See Action Plan.
PL6	Deliver services that keep the District clean and healthy.	Provide clean and green streets, neighbourhoods and open spaces.	PL6.1 Invest additional resources in street scene services and maintain and improve standards as the District grows. E&DS	Adopt policies and gain approval for additional resources.	Achieved.	Additional resources were approved at the Finance and Management Committee in March. Officers began recruitment in quarter one and all additional resources are now in place. Service standards setting out the specification of works for Street Scene were approved at the Environmental and Development Services and Housing and Community Services committees in April. Performance measures are currently being developed for approval at the end of quarter two.

PR1	Work to attract further inward investment.	Showcase developments and investor opportunities in South Derbyshire.	PR1.1 Net additional commercial/employment floor space created. <b>E&amp;DS</b>	Number of square metres. (Proxy). Annual target, to be reported in quarter two.	N/A	N/A
PR2	Unlock development potential and ensure the continuing growth of vibrant town centres.	Drive forward Swadlincote Town Centre Vision and Strategy.	PR2.1 Undertake a five-year progress review of strategy. <b>E&amp;DS</b>	Undertake review of actions/achievements.	Achieved.	Wide ranging review of actions/achievements undertaken by Town Centre Vision Group, an internal coalition involving Economic Development, Planning, Environmental Health, Communities and Community Safety. Findings will go before the Environmental and Development Services Committee later this year.
PR2	Unlock development potential and ensure the continuing growth of vibrant town centres.	Ensure the continuing growth of vibrant communities and town centres.	PR2.2 Vacant premises in Swadlincote, Hilton and Melbourne (proxy). <b>E&amp;DS</b>	Proxy. To be reported twice a year.	N/A	N/A
PR2	Unlock development potential and ensure the continuing growth of vibrant town centres.	Improve access to employment, training, services and attractions within our town centres for both residents and visitors.	PR2.3 Pursue the development of transport solutions for a West Link (Swadlincote, Newhall, Ashby, Melbourne, East Midlands Airport) in collaboration with East Midlands Enterprise Gateway. <b>E&amp;DS</b>	N/A	N/A	N/A
PR3	Work to maximise the employment, training and leisure uses of The National Forest by residents and increase the visitor spend by tourists.	Increase awareness of entrepreneurship as future career option.	PR3.1 Promote entrepreneurial opportunities to improve employability skills and raise awareness of self-employment. <b>E&amp;DS</b>	Increase participation in Love Your Local Market Enterprise Fortnight.	161	161 pupils participated in Love Your Local Market. Pupils developed their business ideas and discussed them with advisors from the South Derbyshire Business Advice Service. They then had market stalls on three market days in Swadlincote during Love Your Local Market fortnight to offer their products and services to the public and raise money for charity.
PR5	Provide support to businesses and the not for profit sector and promote innovation and access to finance, including in rural areas	Maximise the prosperity of businesses through the delivery of the Better Business Regulation Partnership action plan.	PR5.1 Food businesses which have a Food Hygiene Rating score of five. <b>E&amp;DS</b>	>83%	82.90%	See Action Plan.
PR5	Provide support to businesses and the not for profit sector and promote innovation and access to finance, including in rural areas	Maximise the prosperity of businesses in South Derbyshire.	PR5.2 Registered food businesses active in the District. <b>E&amp;DS</b>	≥810	839	Small growth in new registered businesses in quarter one. Improvements are indicative of the continuous work the Council does with our local food business community to support new businesses and provide support and guidance on hygiene conformance.
PR5	Provide support to businesses and the not for profit sector and promote innovation and access to finance, including in rural areas	Maximise the prosperity of businesses in South Derbyshire.	PR5.3 Guidance offered to businesses or people thinking of starting a business (through the South Derbyshire Business Advice Service). <b>E&amp;DS</b>	40	58	58 advisory sessions took place. Four well-attended business events were also held: Marketing workshop at Sharpe's Pottery Museum, Meet the Buyer event for construction sector businesses in Derby, Thinking of Starting a Business workshop at the Old Post Centre in Newhall and Exporting to Japan event at the Toyota plant at Burnaston.
PR5	Provide support to businesses and the not for profit sector and promote innovation and access to finance, including in rural areas	Support capital projects within the not for profit sector in South Derbyshire.	PR5.4 Deliver the Community Partnership Scheme and award capital funding totalling £250k to meet local need. <b>H&amp;CS F&amp;M</b>	Public launch. Workshop held to support organisations with applications.	Achieved.	The public launch was carried out in May/June and included a press release, social media posts, a landing page on the Council website and information provided at each of the six Area Forums. The workshop was held on May 17 at Gresley Old Hall.